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MEXICO CRIME AND VIOLENCE PREVENTION PROGRAM (CVPP)

QUARTERLY REPORT (JULY – SEPTEMBER 2014)

OCTOBER 2014

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Implemented by: Tetra Tech
159 Bank Street, Suite 300
Burlington, Vermont 05401
Tel: (802) 658-3890

Tetra Tech contact: David Green, Senior Technical Advisor/Manager
David.Green@tetratech.com

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ACRONYMS AND ABBREVIATIONS

CAP	Community Advocacy Project
CHEPAZ	<i>Crecimiento Humano y Educación para la Paz</i>
CIFAC	<i>Centro de Investigación Familiar, AC</i>
CPTED	Crime Prevention through Environmental Design
CMPD	Charlotte-Mecklenburg Police Department
CVPP	Crime and Violence Prevention Program
FIC	<i>Fundación Internacional Comunitaria</i>
FICOSEC	<i>Fideicomiso para la Seguridad y la Competitividad</i>
GOM	Government of Mexico
ICAPI	<i>Inventario de la Capacidad Institucional</i>
ICMA	International City/County Management Association
INEA	<i>Instituto Nacional para la Educación de los Adultos</i>
IR	Intermediate Result
M&E	Monitoring and Evaluation
MCVPC	Municipal Crime and Violence Prevention Committee
NGO	Nongovernmental Organization
OCA	Organizational Capacity Assessment
PAO	<i>Patronato de Amigos de La Orquesta de Baja California</i>
PPP	Public-Private Partnership
RFP	Request for Proposals
SABIC	<i>Salud y Bienestar Comunitario</i>
SUBSEMUN	<i>Subsidio para la Seguridad Pública en los Municipios</i>
SUPERA	<i>Pro Superación Familiar Neolonesa, A.C</i>
UANL	<i>Universidad Autónoma de Nuevo Leon</i>
USAID	United States Agency for International Development
VETSA	<i>Voluntarios en Equipo Trabajando por la Superación con Amor</i>
YSET	Youth Service Eligibility Tool

RESUMEN EJECUTIVO

El cuarto informe trimestral del año fiscal 2014 documenta los avances y desafíos más destacados del Programa para la Convivencia Ciudadana (PCC) ocurridos durante el período correspondiente a julio-septiembre de 2014. En este resumen ejecutivo se incluye los temas más relevantes durante el periodo reportado por cada Resultado Intermedio (IR1 e IR2) del Programa.

RESULTADO INTERMEDIO I (IR1)

Se cancela la intervención en Ciudad de México. El 20 de junio de 2014, USAID aprobó una expansión del alcance del PCC en respuesta a la solicitud del gobierno de México, para promover la réplica, en la Ciudad de México y a nivel nacional, de las intervenciones, metodologías y prácticas ejecutadas en las tres ciudades en las que inició el PCC. Sin embargo, el 25 de agosto USAID le notificó al PCC sobre la imposibilidad de implementar actividades en la Ciudad de México debido a retrasos en los acuerdos entre el gobierno Federal y los representantes de las delegaciones en la Ciudad de México. A partir de esa notificación, el PCC hizo propuestas a USAID para nuevas actividades en áreas prioritarias de intervención.

Se completó el primer ejercicio de capacitación sobre prevención social de la violencia y la delincuencia en cinco ciudades. El PCC junto a la Subsecretaría de Prevención y Participación Ciudadana de SEGOB (Subsecretaría de Prevención) capacitó a 175 personas en conceptos, metodologías y herramientas para diseñar, ejecutar y evaluar programas de prevención social de la violencia y la delincuencia. La capacitación fue liderada por la consultora internacional Adriana Loche quien diseñó la guía de capacitación que fue compartida con los participantes. Participantes de 23 estados y de la Ciudad de México asistieron a la capacitación, representando a un total de 44 municipalidades, 27 organizaciones de la sociedad civil y ocho universidades. Del total de participantes, 121 atendieron el curso de capacitación de capacitadores y se comprometieron a formar a colegas al regresar a sus puestos de trabajo. Durante el próximo período, el PCC continuará trabajando con la Subsecretaría de Prevención para ampliar la capacitación a un mayor número de funcionarios a nivel nacional, esta vez enfocada en temas específicos para realizar diagnósticos comunitarios y el diseño y evaluación de proyectos para el PRONAPRED.

Finalizó la implementación de la campaña de comunicación 'Vivamos la Calle. Juntos por la Convivencia' y se inició la réplica de la estrategia de comunicación del PCC en municipios adicionales. Con seis festivales cerró el PCC la implementación de la campaña en Ciudad Juárez y Tijuana durante el mes de agosto. En Monterrey, el PCC experimentó dificultades con la organización implementadora en esa ciudad, que impidieron completar los eventos de cierre de la misma. Durante la fase final de la implementación de la campaña, el PCC trabajó conjuntamente con la Fiscalía de Prevención del Estado de Chihuahua y la Subsecretaría de Prevención para fortalecer la capacidad de unidades de comunicación, tanto del estado de Chihuahua, como de los municipios de Guadalupe y Calvo, Parral, Ciudad Juárez y Chihuahua quienes manifestaron interés en replicar la estrategia. Siguiendo los avances de esta primera intervención, el PCC acordó apoyar a la Subsecretaría de Prevención para continuar promoviendo la réplica de la metodología y modelo de comunicación del PCC en siete entidades federales adicionales. Este esfuerzo será potenciado con la capacitación sobre estrategias de comunicación con enfoque comunitario para la prevención de la violencia que el PCC implementará junto a la Universidad Anáhuac y la Subsecretaría de Prevención a partir del mes de diciembre de 2014 con alcance nacional.

Se establecen grupos técnicos de trabajo multidisciplinarios para promover políticas públicas nacionales de prevención de la violencia y la delincuencia. Con el apoyo del PCC, se constituyeron tres grupos de trabajo técnico bajo el liderazgo del gobierno de México, para promover lineamientos nacionales en los siguientes temas de interés en la agenda de la Subsecretaría de Prevención: observatorios municipales

de la violencia y la delincuencia, prevención terciaria enfocada en la atención a la problemática de adolescentes en conflicto con la ley y el desarrollo de un modelo nacional para promover enfoques de policía comunitaria o de proximidad. El PCC facilitó talleres para intercambiar mejores prácticas tanto en el tema de observatorios y adolescentes en conflicto con la ley en dos eventos realizados durante el mes de septiembre en la Ciudad de México, aglutinando la participación de expertos y organizaciones con experiencia en ambos temas. En seguimiento a estos eventos, el PCC está facilitando el desarrollo de documentos técnicos para apoyar al gobierno de México en el desarrollo de lineamientos nacionales, que ayudarán a hacer más eficiente y efectivo el uso de recursos intergubernamentales provenientes de la federación para promover proyectos medibles en ambos temas. Asimismo, el PCC fue invitado por la Subsecretaría de Prevención y el Consejo Nacional de Seguridad a participar en una mesa de trabajo sobre prácticas en el tema de policía comunitaria para exponer el modelo desarrollado por el programa y, a partir de esa participación, continuará facilitando asistencia técnica para generar un modelo que sirva de apoyo a las políticas nacionales en el tema. Este mecanismo de apoyo técnico multidisciplinario está dando buenos resultados, ayudando a canalizar de manera eficiente los recursos técnicos del PCC, contribuyendo a fortalecer la política pública nacional en los temas de prevención de la violencia y la delincuencia.

RESULTADO INTERMEDIO 2 (IR2)

Se avanza en la transferencia del modelo de Relaciones Familiares de la ciudad de Los Ángeles, California a Monterrey, Nuevo León. Luego de la firma del convenio de donación con la Facultad de Trabajo Social y Desarrollo Humano de la Universidad Autónoma de Nuevo León (UANL) que se llevó a cabo el 28 de mayo pasado, se inició el esfuerzo de transferencia del modelo de Relaciones Familiares para prevenir la delincuencia juvenil (modelo GRYD), desde la ciudad de Los Ángeles y la Universidad del Sur de California (USC) a la UANL. Durante los primeros cuatro meses de implementación de la transferencia, la UANL hizo ajustes a la herramienta de diagnóstico YSET, refinando criterios de elegibilidad junto a la USC luego de aplicar esa herramienta a 208 jóvenes en situación de riesgo en los polígonos de La Alianza, Independencia y Nuevo Almaguer en el área metropolitana de Monterrey. Como resultado, 57 jóvenes resultaron elegibles para recibir asistencia durante la fase de intervención y fueron atendidos a partir del mes de septiembre por consejeros comunitarios siguiendo la metodología del modelo. Para el mes de diciembre, se espera aplicar de nuevo la herramienta YSET para identificar posibles avances y hacer ajustes en el “tratamiento” aplicado de acuerdo al modelo. Esta experiencia será compartida en Guatemala durante el mes de noviembre con otros proyectos que aplican el modelo en la región centroamericana y con varias misiones de USAID de la región. Al terminar la primera fase de intervención, se estima replicar la experiencia en Monterrey y otros municipios del país.

Los modelos y prácticas del PCC comienzan a tener mayor visibilidad a nivel nacional a través de la réplica y disseminación mediante esfuerzos de capacitación. Durante el período reportado, el PCC avanzó en la réplica del modelo de coordinación multisectorial municipal a través de los comités municipales de prevención de la violencia, con el arranque de funciones del nuevo Gabinete de Prevención Social de la Violencia y la Delincuencia de Guadalupe y la capacitación en el tema a varias municipalidades del estado de Chihuahua. De igual manera, el PCC promovió la réplica de la metodología de CPTED y de la estrategia de comunicación en el estado de Chihuahua y continuará fortaleciendo capacidades institucionales en otros estados del país junto a la Subsecretaría de Prevención. Durante los próximos meses del programa, se continuará redoblando el esfuerzo de transferencia de metodologías a través de capacitaciones puntuales que se llevarán a cabo a nivel nacional, desde las diferentes áreas técnicas del proyecto, y mediante asociaciones de colaboración con empresas y fundaciones privadas.

Continúa el cierre del programa de pequeñas donaciones del PCC. Durante este período el PCC cerró administrativamente nueve donaciones y se preparaba para el cierre de siete donaciones activas que terminarán durante el próximo trimestre. Al terminar con estas donaciones, el PCC habrá ejecutado modelos aplicados en los nueve polígonos meta del proyecto y generado un aprendizaje importante para documentar y generar conocimiento a nivel nacional en las tipologías de prevención psicosocial, comunitaria, situacional,

social y de atención a víctimas, y en el ámbito de prevención primaria y secundaria. Las intervenciones más exitosas están siendo documentadas y sistematizadas para promover la réplica a nivel nacional.

Se logran avances importantes en el establecimiento y fortalecimiento de asociaciones entre el PCC y organizaciones de la empresa privada. El PCC logró avances en la definición de acuerdos con la Fundación Axtel para promover la réplica del modelo de prevención secundaria de Relaciones Familiares piloteado en Monterrey en el polígono de San Gilberto, la realización de convocatorias conjuntas para replicar los modelos más exitosos del PCC y el fortalecimiento de la capacidad de organizaciones de la sociedad civil atendidas por la fundación, en temas de prevención. De igual manera, el PCC concretó la posibilidad de expandir el acuerdo de cooperación con CEMEX el próximo año para llevar los modelos de prevención secundaria y de fortalecimiento de resiliencia comunitaria a los centros comunitarios en donde opera esa organización empresarial a través de su programa de responsabilidad social en varias estados del país. Recientemente, como parte de los esfuerzos para fortalecer a la red de jóvenes VIRAL, el PCC junto a la Subsecretaría de Prevención de SEGOB, aseguró la participación de la empresa *Clean Energy* en la organización y ejecución de la Cumbre Bi-Nacional de VIRAL y jóvenes de Estados Unidos de América, que se llevará a cabo en Ciudad Juárez en diciembre de este año. A partir de allí, el PCC está explorando otras opciones de colaboración con *Clean Energy* para promover proyectos de prevención situacional aplicando la metodología de CPTED en Ciudad Juárez. Finalmente, el PCC adelantó conversaciones con el Fondo de Competitividad y Seguridad de Chihuahua (FICOSEC) para promover el próximo año, proyectos de prevención terciaria en Ciudad Juárez y la réplica del modelo de Relaciones Familiares en esa ciudad.

I.0 INTRODUCTION

USAID awarded the Crime and Violence Prevention Program (CVPP) Task Order Number AID-523-TO-12-00001 to Tetra Tech on February 6, 2012. CVPP is a three-year program with an original budget of \$15,202,629 that was increased through Contract Modification No. 08 on June 20, 2014 by \$2,330,756 to \$17,533,385.

CVPP stems from the Merida Initiative, which is a collaborative program between the U.S. and the Government of Mexico (GOM) to improve the quality of lives and communities in cities near the border and elsewhere in Mexico. Mexican and U.S. officials revised their agreement in “Beyond Merida,” outlining four pillars, including Pillar IV, which strives to build strong and resilient communities and encompasses prevention efforts that complement elements of the other pillars that target citizen security.

CVPP was designed to pursue the overarching goal of Pillar IV, to build stronger and more resilient communities that can withstand the pressures of crime and violence. The program provides technical support to plan and implement community development strategies aimed at reducing crime and violence while providing youth with alternatives to criminal activity. Activities are targeted at the national level and sub-national levels in Ciudad Juarez, Tijuana, and Monterrey. Local interventions focus specifically on three communities in each target city identified by the GOM as having high levels of crime, combined with proven citizen engagement in initiatives that address the challenges of crime and violence.

The program supports local institutions that are striving to promote social cohesion, and strengthens the institutional capacity of the GOM at all levels to formulate and implement evidence-based crime and violence prevention policies. The program supports results-oriented interventions, builds capacity to expand them, and creates communication bridges between communities and their local government.

Tetra Tech leads the implementation of CVPP, supported by three primary implementing partners: the International City/County Management Association (ICMA) provides technical leadership in local governance engagement and strengthening, Youth Build International (YBI) provides technical leadership in youth-focused crime and violence prevention strategies, and Howard Delafield International (HDI) provides technical leadership in communication and outreach strategies.

This document presents CVPP’s Quarterly Report covering the time period from July 1, 2014 to September 30, 2014. The sections are organized by Work Plan Activities based on the Year III Work Plan approved by USAID on December 19, 2013.

2.0 NARRATIVE REPORT ON PROJECT ACTIVITIES

2.1 INTERMEDIATE RESULT I: STRENGTHEN FEDERAL CIVIC PLANNING CAPACITY TO PREVENT AND REDUCE CRIME

CVPP responded to an RFP from USAID on April 24th to implement new activities requested by the GOM to support the National Prevention Program agenda. On June 20th, USAID executed contract modification number eight containing 11 new activities related to CVPP's technical areas, including some in two new intervention areas (*polígonos*) in Mexico City–Iztapalapa and Tepito. Upon receiving the modification, CVPP began implementing the new activities which are documented in this quarterly report under their respective IRs and components. On August 25th, after several conversations and meetings with USAID, USAID formally notified CVPP through an email (Annex A) that it had decided to not pursue the activities included in the contract modification for Iztapalapa and Tepito. Although CVPP had initiated key activities related to the implementation of community intervention plans and the development of an entry strategy in both Tepito and Iztapalapa, no activities related to these two *polígonos* are included in this quarterly report.

Additionally, during this period, CVPP developed and submitted the Work Plan for Year IV of the project.

2.2.1 ACTIVITY I.1: SUPPORT THE GOM TO IMPROVE MONITORING AND EVALUATION AND KNOWLEDGE SHARING TO INFORM NATIONAL VIOLENCE PREVENTION AND REDUCTION POLICIES AND BETTER PLANNING

KNOWLEDGE MANAGEMENT PLATFORM DEVELOPED AND OPERATIONAL

Contents for knowledge management section of website delivered. In July, CVPP delivered the contents for the knowledge management section of the website nosmuevelapz.gob.mx (the website), which were developed by a consultant during the last quarter, to the Undersecretary of Prevention. The contents include: 76 documents related to crime and violence prevention; criteria for selecting and uploading documents to the website; and guidelines for writing summaries and developing key word lists, so the Undersecretary of Prevention can continue expanding the contents of the website in the future. The Undersecretary of Prevention agreed to upload other material developed by CVPP, including the Citizen Security and the Social Prevention of Violence training manuals, the winning practices from the 1st and 2nd call for best practices, and CVPP's models, guides and systematizations that will be developed by February 2015. The Undersecretary of Prevention expects the knowledge management section of the website to be operational by November.

On July 18th, CVPP sent an RFP to several organizations for the development of an application to access the website from mobile devices. None of the organizations submitted a proposal by the deadline and CVPP expanded its search for potential subcontractors. In early September, CVPP sent a second RFP to 10 organizations and received three proposals that were reviewed by an evaluation committee. In late September, the committee selected the organization to develop the application and CVPP is currently negotiating the subcontract. The application will be developed by the end of January 2015.

GOOD PRACTICES FOR REPLICATION IDENTIFIED, DOCUMENTED AND DISSEMINATED

Three practices selected to be systematized. During this quarter, the Committee reviewed the 10 practices selected from the 40 proposals received last quarter and, from these 10, selected three to be systematized—“*Comunidad en Libertad Asistida para Adolescentes Infractores*” from Reintegra, “*Redes Arte Cultura de Paz*” from Conarte and “*Policia Vecinal*” from the Municipal Police of Nezahualcoyotl. In July, CVPP hired three consultants to document and systematize the three selected practices using CVPP’s *Guide for the Documentation of Good Practices on Crime and Violence Prevention*. The consultants will complete the systematization process by October. After the practices have been systematized, the Committee will review them to determine whether they are a promising, good or best practice, following CVPP’s methodology.

Additionally, at the request of the Undersecretary of Prevention, CVPP is developing summaries for the seven practices that were part of the ten finalists, but were not ultimately selected to be systematized. To promote their replication, the systematization of the three winning practices and the summaries of the seven practices will be uploaded to the knowledge management section of the website in November. Additionally, in November, CVPP will co-sponsor an award ceremony with the Undersecretary of Prevention to publically recognize the three winning practices and to give honorable mention to the seven practices.

Documentation of CVPP’s models, practices, and methodologies in process. During this quarter, CVPP identified more than 30 models, practices, methodologies and trainings to be systematized from the six intervention categories defined last quarter. CVPP’s staff and consultants made progress in drafting practices, models, guides and methodologies. The systematization of CVPP’s legacy—models, practices and trainings—will be finalized by February 2015.

Organization to carry out final evaluation selected. In July, CVPP issued an RFP to more than 10 organizations to carry out the final evaluation of CVPP. CVPP organized an evaluation committee to review proposals and the committee selected the subcontractor in September. The subcontractor will begin holding focus group interviews in the three target cities in October and will complete the final evaluation by December.

2.2.2 ACTIVITY 1.2: SUPPORT THE GOM MULTI-SECTORAL PILLAR IV WORKING GROUP TO DEVELOP A MODEL FOR SOCIAL PROGRAMS AND POLICIES FOR CRIME AND VIOLENCE PREVENTION IN URBAN AREAS

DEVELOP A CRIME AND VIOLENCE PREVENTION CONCEPTUAL MODEL

Conceptual model complete. During this quarter, CVPP adjusted the final draft of the conceptual model to reflect the model implementation process and interventions in communities, and to adapt the model for use by local authorities. The model will develop resilience skills and capabilities within communities and strengthen the ability of local authorities and civil society organizations to manage, coordinate, and implement crime and violence prevention strategies. CVPP will co-brand the document with the Undersecretary of Prevention.

DEVELOP A POLICY MAPPING TOOL

Policy mapping tool developed. In July, CVPP’s subcontractor finalized the policy mapping tool. However, after several meetings with the Department of Planning from the Undersecretary of Prevention, CVPP learned that the Undersecretary of Prevention was in the process of implementing a larger system for planning and monitoring all crime and violence prevention activities throughout the country. The policy mapping tool will complement the larger system, as the larger system does not have mapping capabilities. CVPP and its subcontractor held several meetings with the developer of the larger system to ensure that the policy mapping tool was compatible. In early October, CVPP received approval from the Planning Unit of the Undersecretary of Prevention to merge the policy mapping tool with the larger system. During the next quarter, CVPP’s subcontractor will provide trainings to employees of the Undersecretary of Prevention in its use.

DEVELOP A VIOLENCE PREVENTION TRAINING PROGRAM TO BUILD CAPACITY AT THE FEDERAL AND SUBNATIONAL LEVEL TO IMPLEMENT THE NATIONAL PREVENTION PROGRAM

Training program implemented. During this quarter, CVPP and the Undersecretary of Prevention co-sponsored trainings on citizen security and the social prevention of violence in Mexico City and the three target cities—Monterrey, Tijuana and Ciudad Juarez. The training was also implemented in Chihuahua—representing the first replication of the training—at the request of the state government, and was paid for by the state authorities. In collaboration with the Undersecretary of Prevention, CVPP invited approximately 300 participants, including local and state government authorities, and representatives from both civil society organizations and universities throughout Mexico, to attend the three-day trainings. To promote future replications of the trainings, CVPP invited attendees to participate in a fourth day to teach them how to conduct the training and use the training manuals. In total, 175 participants attended the trainings, of whom 121 were trained in its replication. Participants were from 23 states and the *Distrito Federal*, 44 municipalities, 27 civil society organizations and eight academic institutions. In the evaluations of the training, attendees reported that after participating, they had a better understanding of crime and violence prevention topics, including risk and prevention factors, and types of prevention—psychosocial, community, situational and social. Attendees also expressed interest in having more opportunities to come together to share experiences, lessons learned and seek advice. During the next quarter, CVPP will support the Undersecretary of Prevention in the development of an interactive blog to promote continued communication among beneficiaries of the training program.

Additionally, CVPP uploaded the training materials to its website so they are available to participants and others interested in replicating the training. In October, CVPP will extend its consultant agreement with Adriana Loche, to design version 2.0 of the training. This material will be used as the foundation to develop additional training material with a focus on participatory diagnostics and planning and evaluating crime and violence prevention interventions, which CVPP will develop together with a local partner selected by the Undersecretary of Prevention. The training will be targeted at sub-national government officials to improve their capacity to plan, design, implement and evaluate crime and violence prevention projects using PRONAPRED funds. CVPP will work closely with the Undersecretary of Prevention to implement these trainings in four regions during the next two quarters of the project.

2.2.3 ACTIVITY 1.3: SUPPORT GOM'S COMMUNICATION PLAN THAT INCLUDES SOCIAL COMMUNICATION EFFORTS AND A VIOLENCE PREVENTION OUTREACH STRATEGY

COMMUNICATION STRATEGIES IMPLEMENTED IN CIUDAD JUAREZ, MONTERREY AND TIJUANA

Communication campaign completed in Tijuana and Ciudad Juarez. In July, CVPP implemented the final stage of the second phase of the campaign, “coexistence in the streets”, which focused on building community coexistence in the nine target *poligonos*. CVPP promoted activities that encouraged community members to come together to rehabilitate and recover public spaces, paint murals, and attend festivals with live music and dancing. Several of CVPP's grantees participated in the events, promoting CVPP's models including Men for Equality, CPTED, and Mobile Mediation. In total, 765 people attended these events.

In August, CVPP launched the closing festivals of the campaign in the six target *poligonos* of Tijuana and Ciudad Juarez. Representatives from municipal governments and civil society organizations attended to present and raise awareness about their initiatives related to crime and violence prevention in the *poligonos*. As part of the closing festivals, attendees collectively produced works of art that will remain in the communities as symbols of their commitment to coexistence and collaboration among neighbors. In total, 1,479 people attended the closing festivals and 8,638 people from the three target cities participated in the campaign since it launched.

In Monterrey, CVPP ended its grant early with the implementer of the communications campaign, *Villas Asistenciales*, due to resistance of the organization to implement the campaign in its totality, reluctance to carry out workshops and activities to promote the campaign and failure to communicate messages effectively related to crime and violence prevention, principal elements of the campaign. The closing festivals were not held in Monterrey.

The participation of government agencies and civil society organizations was integral to the success of the campaign. Through Tijuana's MCVPC, CVPP collaborated with local organizations and the municipal government to raise awareness and increase participation in the campaign. In Ciudad Juarez and Monterrey, municipal and state governments supported the campaign by allowing CVPP to hold events in community centers and by sending police officers to provide security at events. In total, 77 governmental agencies, civil society organizations and partners participated in the campaigns in the three target cities.

Subcontractor hired to evaluate the campaign. In July, CVPP launched an RFP to identify a subcontractor to conduct an evaluation of the communication campaign in the target cities. The evaluation will measure how many community members know about the campaign and if the campaign has influenced the way youth deal with violence. Additionally, the results of the evaluation will help complete the systematization of the campaign and assist in the development of training material to promote the replication of the model. CVPP's evaluation committee selected the winning organization in September. In October, the subcontractor will begin the evaluation in Tijuana and Ciudad Juarez, carrying out 700 surveys and 12 interviews. The evaluation will end in December 2014.

First meeting of the Communication Committee for the Social Prevention of Violence held. In July, CVPP attended the first meeting of the Communication Committee for the Social Prevention of Violence, which was formed last quarter at a meeting of the State of Chihuahua's Inter-institutional Commission for the Prevention of Crime and Violence. The committee was formed to support the integration of the State of Chihuahua's communication strategy for the prevention of violence in each municipality, and to coordinate efforts related to crime and violence prevention. More than 20 people attended the meeting, including representatives from local municipalities, the District Attorney's Office of the State of Chihuahua, the Undersecretary of Prevention and Citizen Participation, the Center for the Prevention of Social Violence of the State of Chihuahua, the Trust for Competitiveness and Security, and the Center for the Development of Police of Chihuahua. During the meeting, the committee agreed to hold two workshops through the support of CVPP—one in Chihuahua and the other in Juarez—for municipal government representatives on implementing communication campaigns in their respective municipalities. The committee will meet again in November and begin designing a work plan for 2015.

Replication of communication campaign promoted. In August, together with the Undersecretary of Prevention, CVPP held two trainings on replicating its communication campaign for 49 representatives from the state government of Chihuahua and the municipal governments of Guadalupe y Calvo, Parral, Ciudad Juarez and Chihuahua. The training was designed by CVPP at the request of the Communication Committee for the Social Prevention of Violence, which is interested in replicating CVPP's campaign throughout the state of Chihuahua. During the training, representatives from CVPP shared the methodology for implementing the campaign and discussed risk factors associated with crime and violence prevention. CVPP will provide technical assistance to attendees who will replicate communication campaigns in their respective municipalities this fall.

TRAINING PROGRAM ON COMMUNITY-BASED COMMUNICATION CAMPAIGNS DEVELOPED AND IMPLEMENTED

Organization identified to develop training program. In July, CVPP issued an RFP to identify an organization to design and implement a training program to improve the ability of government officials to carry out community-based communication campaigns on crime and violence prevention. CVPP organized an evaluation committee, comprised of representatives from USAID, the Undersecretary of Prevention, and CVPP. In September, the committee selected the winning organization, Anahuac University. Beginning in

October, Anahuac will work closely with the Undersecretary of Prevention to design the training program and will implement three trainings in Mexico City, the first in December and the next two in January 2015. More than 200 government representatives from the three levels of government will attend the trainings.

THE CRIME AND VIOLENCE PREVENTION AGENDA SUPPORTED

Manual of guidelines and best practices finalized. During this quarter, CVPP's grantee, *Casa de los Derechos de Periodistas* finalized the manual of guidelines and best practices for reporting on crime and violence prevention for journalists based on conclusions reached at the workshops held earlier this year. CVPP is currently reviewing the manual and expects to publish it in November.

Roundtables for journalists held. In July, CVPP and its grantee, *Casa de los Derechos de Periodistas*, sponsored two roundtables in Mexico City to raise awareness among journalists about crime and violence prevention concepts and to encourage them to highlight articles related to prevention in the news. Three beneficiaries of CVPP's prevention programs in the target cities attended one of the roundtables to share their experiences of participating in prevention programs. After the roundtables, attendees published an article in the *Agencia Fronteriza* from Tijuana and featured a news clip in the national television channel, *Canal 22*. CVPP's grant with *Casa de los Derechos de Periodistas* ended in August after reaching more than 75 beneficiaries.

CVPP plans training with Universidad Iberoamericana. During this quarter, CVPP began working with the *Universidad Iberoamericana* to co-sponsor a journalists' forum scheduled for November. The objective of the forum is to raise awareness among journalists about the importance of crime and violence prevention and to discuss the important role journalists play in the area of prevention. CVPP will sponsor the participation of renowned international and national journalists in the forum, who will share experiences, lessons learned and best practices for reporting on topics related to prevention, and will hold a workshop for attendees. After the event, CVPP will promote a partnership with the *Universidad Iberoamericana* to encourage further collaboration to educate journalists on the issue of crime and violence prevention.

CVPP ACTIVITIES AND SUCCESS STORIES ARE DISSEMINATED TO KEY STAKEHOLDERS AND PARTNERS

Through its automatic alert system, CVPP sent several alerts regarding weekly activities taking place in the three target cities, to individuals and key partners of CVPP. These alerts helped inform the public of festivals and workshops related to CVPP's communication campaign, other trainings and workshops, as well as CVPP's achievements over the quarter. CVPP's website received 2,158 visits during the fourth quarter, of which 28% were from repeat visitors and 72% from new visitors. CVPP's website features highlights from the target cities and includes CVPP's guides, manuals, best practices and trainings.

2.2.4 CHALLENGES AND REMEDIES FOR INTERMEDIATE RESULT I

CVPP continues experiencing delays in delivery of technical products to improve the capacity of the GOM. Similar to the situation reported in the last quarterly report regarding the Knowledge Management Platform, CVPP continues receiving changes in the scope of products previously agreed with the GOM which is generating delays in the implementation of activities and delivery of results. During this period, CVPP learned that the Undersecretary of Prevention was contracting the development of an application to access the website from mobile devices directly, a product that was requested of CVPP during the previous quarter. At the end of this period, CVPP was looking for ways to update the scope of the agreement with the Undersecretary of Prevention and adjusting the terms of reference for the winning subcontractor. CVPP has discussed this issue with USAID and recommended that an MOU be signed between the Undersecretary and USAID with a clear scope of work to standardize expectations at a higher level in the Undersecretary and across all units of that public institution.

2.3 INTERMEDIATE RESULT 2: STRENGTHEN CAPACITY OF STATE AND LOCAL GOVERNMENTS TO IMPLEMENT CRIME PREVENTION/ REDUCTION INITIATIVES

2.3.1 ACTIVITY 2.1: DEVELOP CRIME AND VIOLENCE MASTER PLANS IN TARGET COMMUNITIES

COMPLETE, DISSEMINATE AND REPLICATE MASTER PLAN METHODOLOGY

Systematization of master plans complete. During this quarter, CVPP made final revisions to the systematization of the master plan methodology and renamed the document “Guide for the Design of Community Intervention Plans: Diagnostic and Management for Crime and Violence Prevention Interventions.” The guide explains how to design a community crime and violence intervention plan through a participatory process and will be used to transfer capacity to local governments as well during the version 2.0 trainings on Citizen Security and the Social Prevention of Violence.

STRENGTHEN THE CAPACITY OF LOCAL STRUCTURES AND ORGANIZATIONS TO IMPLEMENT AND PROVIDE OVERSIGHT OF THE MASTER PLANS

CVPP’s community-based interventions through local grantees build community resilience in Tijuana. During this quarter, CVPP’s grantee, FIC, worked with three community committees in Tijuana to finalize security agendas for their respective *polígonos* (see section 2.3.4 for more information).

The Mariano Matamoros community committee collaborated with local police to hold a “Movies in your Neighborhood” night in the *polígono* after meeting at a *Vivamos la Calle* event. The event was designed to bring together local government officials and community members to promote community coexistence and build relationships. Thirty people attended the event, including municipal government representatives. Additionally, the community committee developed several initiatives during this quarter, including creating a food shelter called “Feeding Smiles”, which provides daily breakfasts for community members in need from the patio of a member’s house; holding clean-up days to pick up trash in abandoned lots; requesting that the department of public works install street lights; requesting that the municipal government construct a bridge to help prevent accidents; and supporting scholarships for school supplies for local students. In Granjas Familiares, the community committee held meetings with the local police to discuss security concerns and ways to collaborate for the co-production of security. Since their first meeting, the community committee has co-sponsored community clean-up days and a health fair with local police through the support of government agencies including DIF and INEA.

During this quarter, the community committees of Mariano Matamoros and Granjas Familiares were legally registered in their respective delegations. Additionally, through the support of FIC, local NGO *Cómplices Comunitarias* developed the first draft of its legal formation documents, a step towards becoming registered as an independent NGO in Tijuana. To ensure the sustainability of the community committees, FIC is searching for ways to link them with beneficiaries of other grants under CVPP focused on the CPTED methodology and preventing violence against women. In October, FIC will hold meetings with beneficiaries from these grants in each of the three *polígonos* to discuss ways to integrate their projects and draft a joint work plan to support the sustainability of their initiatives beyond the life of CVPP.

In Monterrey and Ciudad Juarez, representatives from CVPP have continued providing support to community committees by linking them to CVPP’s activities including the communication campaign, the Men for Equality Model, Mobile Mediation Model, and CPTED initiatives. In Ciudad Juarez, community communities have sponsored workshops on employment opportunities, collaborated with local NGOs and municipal representatives to carry out joint activities, organized community events including a “children’s week,” and started a community food shelf. The community committees meet on a regular basis to discuss current activities and develop strategic plans for the future.

Capacity building of local NGOs continues. During this quarter, CVPP continued working with grantee, *Fortalessa*, to build the organizational capacity of 12 of its grantees. In August, *Fortalessa* carried out workshops in each of the target cities to provide technical assistance to the organizations on areas identified during the OCA earlier this year. Seven organizations are in the final phase of this project, developing their sustainability plans and documenting their approach to crime and violence prevention. Two organizations are working on their operating plans and developing tools for monitoring and evaluation; two other organizations are in the process of reviewing capacity improvement plans developed by *Fortalessa*; and one organization just finished the OCA. In July, *Fortalessa* notified CVPP that it was experiencing difficulty in receiving requested documents from *Gente Diversa*, one of the participating grantees. *Gente Diversa* was not comfortable sharing documents related to their organization, stating that they contained confidential information. After discussions with CVPP, *Gente Diversa* decided to drop out of the assessment, reducing the number of participating organizations to 12. In August, CVPP extended *Fortalessa*'s grant for two months through December to allow for sufficient time to finish the intervention with each organization. At the end of the Program's grant with *Fortalessa*, the 12 organizations will be better equipped to maintain their programs and initiatives, ensuring sustainability and continuity of the CVPP's objectives and models.

IMPLEMENT MASTER PLANS BY WORKING WITH LOCAL PARTNERS

CVPP makes progress in the implementation of the Master Plans. During this reporting period, 72 prevention initiatives were implemented in nine target communities in line with the Community Crime and Violence Prevention Master Plans. Sections 2.3.2 through 2.3.7 of the quarterly report describe CVPP's activities that address the Master Plans in each *polígono* (Annex B).

DESIGN AN INDIVIDUAL-FOCUSED DIAGNOSTIC TOOL FOR SECONDARY PREVENTION

Implementation of family intervention model in process. During this quarter, family counselors from CVPP's grantee UANL applied the YSET-M to 208 youth members, of whom 57 were identified as being high risk and eligible for participation in the family intervention model. The family intervention model consists of a six-month program designed to work with youths and their families to strengthen support networks and reduce the chances of youths becoming involved in criminal or violent activities. After enrollment in the model, family counselors worked with youth members to design 57 strength-based genograms, which were used to identify the structure and dynamics of each family and to design individual and family intervention strategies for the short and medium term. During the next quarter, UANL will conduct a second YSET assessment to measure the progress of beneficiaries and will complete a guide for the replication of the model in other at-risk Mexican communities.

2.3.2 ACTIVITY 2.2: SUPPORT URBAN AND SOCIAL PLANNING STRATEGIES TO STRENGTHEN CRIME AND VIOLENCE PREVENTION

MUNICIPAL CRIME AND VIOLENCE PREVENTION COMMITTEE (MCVPC) FORMALIZED AND FULLY OPERATIONAL IN EACH OF THE TARGET MUNICIPALITIES

During this quarter, Tijuana's MCVPC held two meetings attended by more than 40 representatives from 15 municipal government units, one state government unit, and more than 10 NGOs, academic institutions and local businesses. The seven sub-committees developed last quarter—Urban Infrastructure, Youth, Women, Coexistence, Community Cohesion and Citizen Participation, Culture of Peace, Citizenship and Legality, Citizen Security and Vulnerable populations—continued holding bi-weekly meetings to draft their respective sections of a Municipal Prevention Plan for the MCVPC and to define objectives, strategies, and mechanisms for monitoring and evaluating their respective topics. Next quarter, CVPP will co-sponsor a Civic Forum for the social prevention of violence with the Municipality of Tijuana. This event will highlight Tijuana's MCVPC's accomplishments to date and the inputs prepared by the subcommittees as contributions to the Municipal Prevention Plan.

The Cabinet for the Social Prevention of Violence and Crime in Guadalupe (the Cabinet) was officially inaugurated in June, and during this quarter, CVPP continued providing technical assistance to strengthen the

Cabinet and increase its ability to prevent crime and violence. CVPP's local consultant held more than 10 meetings with the Cabinet to provide support in strengthening the operation of the committee, and ICMA staff member Carlos Loria-Chavez came to Guadalupe to hold trainings and provide technical assistance on processes related to the organization, operation and development of the Cabinet's sessions in Guadalupe. On September 22nd, the Cabinet held its first meeting, which was attended by 25 people, including the Municipal President of Guadalupe and representatives from more than 15 governmental agencies and six civil society organizations. During the meeting, the Cabinet agreed to add members of civil society organizations, academic institutions, the private sector, religious organizations, and community members as representatives of the Cabinet. The Cabinet also agreed to develop four subcommittees focused on different types of prevention: situational, social, psychosocial, and community based. The next meeting of the Cabinet is scheduled for October 24th, during which representatives from CVPP will give a presentation on activities and models they are currently implementing throughout Guadalupe. Additionally, during the next quarter, members of the Cabinet will travel to Tijuana to attend a meeting of Tijuana's MCVPC to learn more about it and apply lessons learned and best practices upon their return to Guadalupe.

CVPP continued discussions with the Municipality of Monterrey regarding the launch of its MCVPC. CVPP's consultants held five meetings with representatives from the Department of Social Work to review the final versions of the MCVPC's legal and organizational structure that were developed last quarter. The Municipality agreed to launch the MCVPC by the end of October through the support of CVPP.

In Ciudad Juarez, CVPP identified a consultant to provide technical assistance to the Municipal Cabinet for the Social Prevention of Violence and Crime, as was agreed upon last quarter with the Municipality. This consultant will provide technical assistance to strengthen the Municipal Cabinet and will perform an evaluation of its current operating structure. The consultant will be hired at the beginning of October. Additionally, Diana Galarza was designated as CVPP's point of contact by the Municipal President after the resignation of Alva Almazan. Through discussions with Ms. Galarza, CVPP re-engaged activities with the municipality of Ciudad Juarez and initiated the planning of activities to strengthen Ciudad Juarez's Municipal Cabinet for the Social Prevention of Violence and Crime.

CVPP promotes the replication of the MCVPC in the state of Chihuahua. In September, 40 municipal government representatives from the State of Chihuahua attended a workshop on replicating the Program's MCVPC model. The training was designed and implemented by CVPP at the request of the government of the State of Chihuahua, which is interested in replicating the MCVPC model throughout the State to access PRONAPRED funds. During the workshops, representatives from CVPP shared the methodology for organizing, forming and maintaining MCVPCs as well as lessons learned and success stories from its experience in Tijuana. CVPP will provide technical assistance in the coming months as attendees replicate CVPP's MCVPC model in their respective municipalities.

CAPACITY OF SUB-NATIONAL GOVERNMENT TO PLAN AND IMPLEMENT CRIME AND VIOLENCE PREVENTION POLICIES/INTERVENTIONS THROUGH EVIDENCE- BASED APPROACHES IMPROVED

CVPP implements second ICAPI assessment in Monterrey. In August, CVPP's consultants carried out the second ICAPI assessment in Monterrey. The first assessment was carried out in April 2012 and the goal of each assessment is to evaluate the evolution of the municipal government's institutional capacities, document their progress, provide feedback and identify areas for improvement. Results from the second assessment showed that the municipality's institutional capacity for crime and violence prevention increased by 79% and the overall institutional capacity increased by 100%. These impressive results can be attributed to the current municipal government, which has placed a greater emphasis on documenting its manuals and policies to regulate its operations since 2013. Additionally, the municipal government established various policies associated with prevention, specifically in the areas of situational risk, as part of the process of updating its Urban Development Plan. CVPP carried out the second ICAPI assessment in both Tijuana and Monterrey (the results of Tijuana's assessment were reported in the last quarterly report) and both cities surpassed the goal originally set by CVPP of a 10% improvement in institutional capacity in areas related to violence

prevention (79% in Monterrey and 84% in Tijuana). In November, CVPP will formally present the results of the second assessment to both municipalities.

THE CAPACITY OF LOCAL GOVERNMENTS TO PLAN AND IMPLEMENT EVIDENCE-BASED CRIME AND VIOLENCE PREVENTION POLICIES AND PROGRAMS IMPROVED

Technical task force formed to develop national guidelines on violence observatories. In August, CVPP and the Undersecretary of Prevention established a technical task force to design national guidelines to promote the development of municipal crime and violence prevention observatories in Mexico. The task force has held three meetings to date and is comprised of representatives from the Undersecretary of Prevention, the National Center for the Prevention of Crime, the United Nations Office on Drugs and Crime-INEGI Center of Excellence, the Bureau of International Narcotics and Law Enforcement Affairs, USAID and CVPP. During the next quarter, the task force will develop guidelines for creating and strengthening observatories for crime and violence prevention. CVPP will support the task force in disseminating the guidelines and will work with the Undersecretary of Prevention to promote the development of policies to improve the use of federal government funds to establish crime and violence prevention observatories.

As part of the technical task force mandate, in September, CVPP collaborated with the Undersecretary of Prevention to hold a meeting in Mexico City on best practices related to crime and violence prevention observatories. More than 30 people attended, including representatives from 10 observatories throughout Mexico, and shared lessons learned and best practices. CVPP sponsored the travel of the Director of Citizen Security from the Chamber of Commerce in Bogota, Colombia, who shared his experience of developing an observatory for preventing crime and violence in Bogota. During the next quarter, CVPP and the task force will work with the Chamber of Commerce in Bogota to provide inputs for the development of the national guidelines for creating and strengthening observatories for crime and violence prevention.

Development of Guadalupe observatory in process. During this quarter, CVPP found strong interest from the Municipality of Guadalupe to develop a crime and violence prevention observatory. In November, CVPP will hold a three-day workshop in Guadalupe on designing and building the observatory. CVPP will hire an international expert from Colombia to design and facilitate the workshop, as well as two local consultants to design the structure and implementation of the observatory and to carry out an evaluation on the systems and infrastructure of entities in Guadalupe who will contribute to the observatory.

Despite the advances made last quarter in Tijuana, CVPP was unable to secure a firm commitment from the Mayor to continue with previous plan of developing an observatory in Tijuana.

CPTED IMPLEMENTED THROUGH COMMUNITY-FOCUSED PROJECTS IN AT LEAST 4 TARGET POLÍGONOS TO REDUCE SITUATIONAL RISKS AND IMPROVE SECURITY

CVPP makes progress with CPTED design and implementation. In Tijuana, CVPP continued making progress with CPTED projects through its grant to FIC and the three organizations implementing the projects in each *polígono*. The organizations worked with community members in the three *polígonos* to identify and design CPTED projects based on the results of participatory diagnostics, with the objective of applying for PRONAPRED funding to implement the identified projects. In Granjas Familiares, community members designed a project to build a playground and a pedestrian bridge to help community members cross a small stream. In Mariano Matamoros, community members designed a project to rejuvenate an abandoned space and create a community garden. In Camino Verde, residents designed a project to paint 15 murals throughout the *polígono*, build benches with roofs and a stage to carry out community activities. During the next quarter, FIC and the three organizations will help community members present these project designs to Tijuana's MCVPC with the goal of gaining support to apply for PRONAPRED and SUBSEMUN funds to implement these projects in 2015.

In Monterrey, CVPP's consultant carried out participatory diagnostics in the *polígonos* of La Alianza and Nuevo Almaguer, through surveys, workshops, community events, exploratory walks and informal discussions with more than 40 participants, including community members and municipal government

representatives. Based on the results of the diagnostics, the consultant will work with community groups in October to define projects using the CPTED methodology to be implemented in 2015. Once the projects are defined, the consultant and community members will present the projects to Guadalupe's Municipal Cabinet for the Social Prevention of Violence and Crime, with the objective of gaining support to implement the projects through PRONAPRED and SUBSEMUN funds.

CVPP promotes replication of CPTED methodology. In July, more than 30 representatives from the municipal governments of Juarez, Hidalgo del Parral, Guadalupe y Calvo and Chihuahua; members of the District Attorney's Office from the State of Chihuahua; and local universities and NGOs attended a three-day workshop on CVPP's CPTED methodology. CVPP implemented the training at the request of the District Attorney's Office specializing in public security and prevention from the State of Chihuahua, which learned about the CPTED methodology through various meetings with CVPP last quarter. Attendees learned the basics of the CPTED methodology, how it can be used for the prevention of crime, how to identify environmental factors that contribute to the prevalence of crime, and how to design interventions following the CPTED methodology. Over the coming months, CVPP will provide technical assistance to the state and municipal governments of Chihuahua as they replicate the CPTED methodology.

2.3.3 ACTIVITY 2.3: STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENTS TO CONDUCT PARTICIPATORY BUDGETING TO INCREASE PUBLIC AND PRIVATE INVESTMENTS IN VIOLENCE PREVENTION

CAPACITY OF MUNICIPALITIES TO PLAN, DESIGN AND IMPLEMENT PARTICIPATORY CRIME PREVENTION- SENSITIVE BUDGETS IMPROVED

Participatory budgeting workshops held in Tijuana, Monterrey and Guadalupe. In August, CVPP carried out workshops on participatory budgeting and the CPTED methodology in Tijuana, Monterrey and Guadalupe. Fifty-five people attended, including community members and representatives from municipal governments and civil society organizations. During the workshops, participants learned about CPTED and the participatory budgeting methodology, including participatory diagnostics, developing projects to respond to identified problems, analyzing budgets and defining priorities. The workshops provided a space for community members and organizations to come together with municipal government representatives to learn about alternative methodologies for preventing crime, and ways to implement projects collaboratively in the communities. After the trainings, CVPP's consultant finalized the Municipal Guide to Participatory Budgeting and CVPP will distribute the final version of the guide to the municipal government next quarter to promote its replication. Despite CVPP and partners efforts, the program did not find a clear political will from any of the municipalities to continue implementing participatory budgeting processes.

2.3.4 ACTIVITY 2.4: PROMOTE COMMUNITY POLICING TO IMPROVE THE RELATIONSHIPS BETWEEN THE MUNICIPAL POLICE AND THE COMMUNITIES

POLITICAL WILL FOR COMMUNITY POLICING INTERVENTIONS CONFIRMED AND SUSTAINED

Political will to promote community policing interventions confirmed. In Guadalupe, as part of the City Link exchange between the Charlotte-Mecklenburg Police Department (CMPD) and the Secretary of Public Security, ten representatives from both the Guadalupe Police Department, the Secretary of Public Security, and the Municipal President of Guadalupe, traveled to Charlotte, North Carolina. The CMPD has over twenty years of experience implementing community policing programs and, during the visit, participants from Guadalupe learned how the CMPD is organized, how its community policing programs operate on a daily basis and how members of the community benefit from the community policing program. An immediate result of the exchange was that police authorities in Guadalupe initiated changes to advance the implementation of the *Guardia de Proximidad* model spearheaded by the mayor. For example, right after returning from the trip, the Secretary of Security adjusted police shifts from 24-hours to 12-hours and expedited the reform process to decentralize the police department through quadrants. In December, a group

of police officers from the CMPD will return to Guadalupe to continue sharing experiences and provide technical assistance on crime data analysis, strengthening police districts, and trainings to mid-level officers in each region.

In Monterrey, CVPP continued discussions with municipal police authorities to confirm interest in collaborating to develop a pilot community policing program in the *polígono* of La Alianza. Despite several conversations, CVPP has not received the formal approval for the program from local authorities, who have recently begun campaigning for next year's elections.

In Ciudad Juarez, CVPP's contact with the municipal government, Alva Almazan, resigned, delaying approval from the municipality for the proposed training sessions on community policing. CVPP will continue discussions with the municipality during the next quarter to promote the trainings.

In Tijuana, CVPP followed USAID's instructions from February to suspend technical assistance and trainings with the Tijuana Municipal Police and focused its efforts on community-based interventions, mainly through the development of security agendas with community committees.

COMMUNITY-BASED/POLICE INTERVENTIONS AT THE COMMUNITY LEVEL IMPLEMENTED AND DOCUMENTED

Capacity transferred to local organizations to promote community-based interventions. During this quarter, CVPP's grantee, FIC, continued working with the three community committees in Tijuana to finalize security agendas. The security agendas detail specific security concerns in each of the *polígonos* and provide solutions for their resolution. In November, members of community committees will present their security agendas to Tijuana's MCVPC, with the objective of gaining municipal support to resolve some of the issues outlined in the agendas. In Monterrey and Ciudad Juarez, CVPP worked closely with the community committees to schedule a presentation of the security agendas with the local authorities, but despite its efforts, CVPP was unable to schedule a presentation this quarter. The *Guardia de Proximidad* in Guadalupe expressed interest in learning about the security agendas and, in October, the community committee of Nuevo Almaguer will meet with them to share the security agenda and discuss areas for potential collaboration. The other two *polígonos* in Monterrey, La Independencia and La Alianza, are under the jurisdiction of the *Fuerza Civil*, which has not confirmed interest in the application of CVPP's community policing model. In Ciudad Juarez, CVPP has been unable to confirm a date with the municipal governments despite multiple attempts.

INSTITUTIONAL CAPACITY OF THE MUNICIPAL POLICE TO IMPLEMENT COMMUNITY POLICING INTERVENTIONS IMPROVED

Technical Assistance for the Guadalupe Community Policing Project. During this quarter, CVPP's consultant provided technical assistance to the Municipal Police of Guadalupe to support the decentralization process in the following areas: adjusting the size of police districts and the distribution of police officers among the districts, allocation of police officers to areas with higher crime rates, and the development of indicators for police to monitor and evaluate progress to co-produce security with the community. CVPP will continue providing technical assistance in these areas during the next quarter.

In August, CVPP held a training session on community and problem-oriented policing for 17 police officers from region one of the *Guardia de Proximidad*. Representatives from the United States Consulate in Monterrey and the Federal Police also attended the trainings. After the trainings, police authorities in Guadalupe expressed interest in receiving additional training for officers from region two, as well as holding a train-the-trainers session for personnel that could replicate the training. During the next quarter, CVPP will continue discussions with the *Guardia de Proximidad* to set a timeframe for the trainings.

Additionally, the Undersecretary of Prevention and the National Security Commission invited CVPP to join a technical task force in charge of developing a community policing model to be implemented by municipalities

through federal funds such as PRONAPRED and SUBSEMUN. CVPP's Community Policing Guide and experience working with the *Guardia de Proximidad* in Guadalupe will be used as a base to develop the proposed model. During the next quarter, the task force will complete the first draft of the model, which will be an opportunity for CVPP to promote the replication of this model at the national level.

2.3.5 ACTIVITY 2.5: SUPPORT LOCAL ORGANIZATIONS TO IMPLEMENT COMMUNITY HEALING/VICTIMS' PROGRAMS

COMMUNITY HEALING MODEL DEVELOPED AND VALIDATED THROUGH PILOT INTERVENTIONS

Community healing model implemented in target cities. In July, CVPP's grants to CHEPAZ and SABIC ended after a year of implementing projects focused on community healing throughout Ciudad Juarez and reaching more than 1,800 beneficiaries. Through its grant with CVPP, CHEPAZ trained and formed a network of nine community health promoters to raise awareness about the issues of psycho-emotional health, community health needs, and community health services throughout the community; held 38 workshops on mental health, support for victims of violence and life skills; opened a section of the community center in the *poligono* of Riberas del Bravo to implement its activities; and provided counseling services to therapists working with victims of violence to prevent emotional exhaustion, burnout and fatigue. In total, 1,324 beneficiaries from the *poligono* of Riberas del Bravo participated in CHEPAZ's activities, the majority of whom were youth (45.25%). Additionally, CHEPAZ prepared a document systematizing its experience in Riberas del Bravo including its methodology, main activities, and results. The document is part of the CVPP systematizations and will be used as a reference for other organizations interested in designing projects to promote community healing and support for survivors of violence. In September, CHEPAZ received a grant from FICOSEC to continue implementing several of the models developed during its grant with CVPP, contributing to the sustainability of CVPP's models and objectives.

In August, SABIC held a closing ceremony to celebrate the end of its grant with CVPP, which was attended by 46 people including representatives of the municipal government, USAID, the United States Consulate in Ciudad Juarez and beneficiaries. During the ceremony, a few of the beneficiaries spoke about how participating in SABIC's programs helped them reduce the prevalence of violence in their homes and among family, overcome feelings of anxiety and depression, take better care of their health, and improve relationships with neighbors in the community. During its grant with CVPP in the *poligonos* of Francisco I. Madero and Felipe Angeles, SABIC trained 33 community health promoters to attend to community health needs; opened five community health centers, in which community health promoters have treated over 1,425 ailments with alternative therapies; held more than 50 workshops on alternative treatments, therapies and other tools and techniques for caring for one's health; and supported community health promoters in carrying out three health fairs, during which they attended to 199 community members presenting with ailments. Through its grant with CVPP, SABIC reached more than 1,500 beneficiaries, mainly women and youth.

PROMOTE INTERVENTIONS TO RESPOND TO DOMESTIC VIOLENCE

Implementation of CIFAC's CAP model continues. During this quarter, CVPP's grantee, CIFAC, worked with the Municipality of Guadalupe to identify 74 female victims of domestic violence to participate in a 10-week treatment program that will start next quarter. In October, the 74 women will be randomly assigned to participate in an intervention using either the CAP model or group therapy sessions that are currently implemented by local municipal government agencies. Nine psychologists from the municipality who were trained in the CAP methodology will implement the treatments, ensuring that lessons learned and best practices from these interventions remain with the municipality. At the end of the 10-week intervention, CIFAC will work with the municipal government to compare results of the treatments and, potentially adapt current methodologies used by the municipality. Additionally, CIFAC, held six workshops on dating violence at a local school that 253 female youth attended. The facilitators of the workshops were social workers and psychologists from the Municipality of Guadalupe trained in the CAP model and the workshops focused on

types of gender-based violence, characteristics of healthy relationships, tools to prevent dating violence and how to end a violent relationship.

In Tijuana, CVPP's grant with *Gente Diversa* ended after reaching 1,873 beneficiaries. More than 150 women from the *polígonos* of Camino Verde and Granjas Familiares participated in over 20 hours of trainings on self-esteem development, preventing violence, promoting leadership among women, and civic involvement. Based on participatory diagnostics, exploratory walks and interviews with community members, the women developed 13 citizen agendas which detailed proposals to resolve local problems related to the prevention of crime and violence. They also collaborated with local government representatives to resolve problems identified in the citizen agendas including: replacing lights, posting street signs, increasing patrolling, and constructing sidewalks in the *polígonos*. Beneficiaries also implemented *Huellas de Intervención*, which consisted of 14 events designed to bring community members together and raise awareness of domestic violence prevention through the painting of murals and rehabilitating public spaces. Throughout its grant, *Gente Diversa* also offered trainings to 250 youth members on dating violence; referred 53 female survivors of domestic violence to community support services and 50 perpetrators of domestic violence to specialized support sessions; and distributed more than 200 copies of its manual on violence prevention and 200 brochures on preventing violence among youth throughout the community.

2.3.6 ACTIVITY 2.6: SUPPORT MECHANISMS TO DISRUPT THE PATH OF YOUTH TO CRIMINALITY BASED ON BEST PRACTICES FROM THE LATIN AMERICAN REGION AND THE U.S.

AT-RISK-YOUTH MODELS IMPLEMENTED AND REPLICATED IN TARGET POLÍGONOS

Promoting the prevention of crime and violence through culture. During this quarter, CVPP's grants with *Tijuana Innovadora* and *Patronato de Amigos de la Orquesta de Baja California* (PAO) ended after reaching 818 beneficiaries. In September, a short film, *Decisiones*, which was written and produced by a beneficiary of *Tijuana Innovadora's* grant with CVPP during a series of workshops on cinematography, premiered at the Cultural Center in Tijuana to more than 70 spectators. The film was the result of a collaborative effort among youth participating in the workshops, who held casting sessions in the community to choose the actors and worked together to select set locations, the wardrobe, and develop the soundtrack. Over the course of its grant with CVPP, *Tijuana Innovadora* carried out 16 workshops, comprised of 900 sessions focused on promoting culture, which reached 660 beneficiaries between the ages of 10 and 14. To celebrate the closing of the grant, *Tijuana Innovadora* sponsored a forum called "*Hablemos de Cultura y Comunidad*" during which attendees discussed the importance of using culture as a tool to prevent violence, and shared experiences and best practices implemented by *Tijuana Innovadora* at the *Casa de las Ideas*. More than 60 people attended the forum, including community leaders, directors of local schools, professors of workshops at the *Casa de las Ideas*, and representatives from local civil society organizations. Additionally, *Tijuana Innovadora* prepared a final report incorporating lessons learned throughout the implementation of the project, the methodology for its training, and how it linked prevention-related concepts with each workshop, including theater, literature, photography and art.

In September CVPP's grantee, PAO, held a concert to celebrate the end of its grant, in which more than 100 youth beneficiaries who make up the ensembles from each *polígono* participated—string from Camino Verde, percussion from Granjas Familiares and wood from Mariano Matamoros. More than 300 community members attended the final concert. Additionally, during this quarter, PAO held a series of workshops targeted at parents of youth beneficiaries, which focused on adolescence and common risk factors facing this age group and was attended by 18 parents. Through its year-long grant with CVPP, PAO reached 158 youth beneficiaries, sponsored 450 music lessons in the three *polígonos*; trained over 100 youth members; held 16 community concerts attended by 4,000 community residents; trained 72 adults on prevention related topics; designed and implemented workshops for instructors to help them incorporate prevention practices into their classes; and encouraged the participation of over 90 parents in helping prepare for concerts and rehearsals. The coordinators of the grant also documented their experience, including lessons learned and

how teaching music and an appreciation for culture can be used as a strategy to prevent crime among youth and children. This document will be included as part of CVPP's systemizations. Although its grant with the Program has ended, PAO will continue working with CVPP's beneficiaries in the three target *polígonos* in the coming months.

In Ciudad Juarez, more than 40 people attended a theater performance to celebrate the end of CVPP's grant with *Telón de Arena*. Seven beneficiaries of the grant participated in the performance called *El beso que embaraza*, which addressed such themes as machismo, sexual ignorance and lack of communication in families. Through its one-year grant with the program, *Telón de Arena* strove to promote coexistence through cultural activities in the *polígono* of Riberas del Bravo, to encourage the expression of ideas and creativity among adolescents and youth, and to provide youth beneficiaries with alternative options for spending free time. During the grant, more than 400 youth members participated in workshops focused on theater, dance and music, *Telón de Arena* held 20 theater performances throughout the *polígono*, 2,200 family members attended the various performances, and seven youth members were trained as community theater guides. The guides were in charge of managing the final theater performance and selecting the costumes, music and set design. *Telón de Arena* will continue working with the seven guides to develop and promote future cultural activities in the *polígono* of Riberas del Bravo.

Men for Equality model implemented. During this quarter, CVPP's grantees, SUPERA and SABIC, implemented its Men for Equality model in Monterrey and Ciudad Juarez respectively. In July, SUPERA carried out a social mapping exercise in each *polígono* to determine places and ways that young men in the *polígonos* interact to help select times and locations to implement workshops and events related to the model. Additionally, in July, SUPERA sponsored three community health fairs, during which they raised awareness about the model and invited youth to participate in upcoming activities. More than 253 community members, including 154 youth, attended the three health fairs. In Ciudad Juarez, SABIC held six community movie nights, showing movies that dealt with masculine identities and gender based violence that 159 community members attended.

Additionally, more than 300 youth members attended activities held by SUPERA and SABIC throughout the *polígonos*, including soccer tournaments and photography and rap workshops, designed to raise awareness about non-violent masculine identities. Both grantees have implemented 20 workshops on masculinity, which include exploring stereotypes of men, defining masculinity and expressing emotions in a positive manner. In Monterrey, participants painted six murals throughout the *polígonos*, depicting men in non-violent roles. As part of its sustainability plan, SUPERA joined a technical committee, which includes members from the Secretary of Social Development, Secretary of Education, DIF, Secretary of Health and the United Nations Office on Drug and Crime, who all work with at-risk male youth and are searching for a way to incorporate the Men for Equality Model in their programs. The committee is drafting a proposal for activities related to at-risk youth and incorporating the Men for Equality Model to be carried out by the organizations next year.

In July and August, CVPP sponsored two workshops—one in Monterrey and one in Ciudad Juarez, for its grantees implementing the Men for Equality model. More than 30 people attended, including representatives from CVPP's grantees, members of civil society organizations and state and municipal government representatives. During the workshops, attendees learned the basics for implementing the model and reflected on roles associated with masculinity and femininity, inequality between genders, gender violence and working with male youth, the target population of the Model.

Implementation of Mobile Mediation Model underway. During this quarter, CVPP's grantee, VETSA, held three workshops, one in each *polígono*, promoting the peaceful resolution of conflicts through the Mobile Mediation Model. More than 800 community members attended these workshops. Additionally, VETSA held 18 outreach events attended by more than 600 people to raise awareness about the Mobile Mediation Model and identify potential cases to be mediated. Community leaders trained in the Mobile Mediation Model went door to door in the *polígonos* stressing the importance of peaceful resolution to conflicts and answering

community members' questions. Through the support of the municipal government of Monterrey, VETSA identified 14 mobile sites for the mediations. VETSA remodeled the sites, adding furniture, painting, and installing air conditioning, so that the community members would feel comfortable participating in mediation activities. To-date, VETSA has carried out 40 mediation cases, in which 143 people participated, in close collaboration with the *Centro Estatal de Métodos Alternos de la Procuraduría General de Justicia del Estado de Nuevo León*. During the next quarter, VETSA will continue mediating cases to reach its goal of 66 cases mediated by the end of the grant.

SUPPORT THE STRENGTHENING AND EXPANSION OF THE VIRAL YOUTH NETWORK AT BOTH A NATIONAL AND LOCAL LEVEL

Technical assistance to VIRAL underway. In July, representatives from CVPP, the Undersecretary of Prevention, and VIRAL met to develop a plan to support the strengthening and expansion of the VIRAL network. During the meeting, attendees reached the following agreements: 1) reactivate the VIRAL online platform to promote communication between network members; 2) provide trainings to members of VIRAL on the social prevention of crime and violence and managing public funds; and 3) provide support for planning and implementing the Bi-National Conference. As part of the above agreements, CVPP sponsored the travel expenses for 12 members of the VIRAL network to attend its Citizen Security and the Social Prevention of Violence trainings. Additionally, in August, CVPP supported a three-day workshop for the VIRAL network, during which attendees defined the objectives of the network, developed strategic actions, and discussed the network's legal framework, distribution of responsibilities, and decision making capabilities. Twenty-five people attended the workshop. In collaboration with the Undersecretary of Prevention, CVPP is currently helping VIRAL organize a second meeting for the network in November, during which attendees will receive training on prevention concepts and how to leverage resources from PRONAPRED to implement at prevention projects focused on at-risk youth.

CVPP participated in five meetings with representatives from the Undersecretary of Prevention, Youthbuild International and VIRAL to develop the agenda for the Bi-National Conference. Through the support of SEGOB, CVPP held meetings with representatives from the company Clean Energy who expressed interest in collaborating with the VIRAL network and agreed to contribute \$500,000 MXN pesos to the Bi-National Conference (approximately \$38,000 USD). Clean Energy has also expressed interest in learning more about CVPP's CPTED methodology and CVPP will meet with them next quarter to discuss opportunities for collaboration. In September, CVPP drafted terms of reference for a subcontractor to provide technical assistance to improve the functionality of VIRAL's online platform. CVPP will release an RFP in October to identify the subcontractor and will begin implementing the subcontract in November.

2.3.7 ACTIVITY 2.7: BUILD SUSTAINABLE LOCAL CAPACITY THROUGH GRANTS AND PUBLIC-PRIVATE PARTNERSHIPS

PPP MECHANISM (INTERMEDIARY ORGANIZATION) TO FUND AND MANAGE CRIME AND VIOLENCE PREVENTION ACTIVITIES IN TARGET CITIES DESIGNED AND IMPROVED

During this quarter, CVPP continued exploring opportunities for collaboration with the Axtel Foundation, which expressed interest in replicating the family intervention model and YSET tool. In July, at the invitation of CVPP, the Director of the Axtel Foundation, Ana Luz Lozano, visited the *polígono* of Independencia in Monterrey to see the application of the family intervention model and YSET first hand. CVPP introduced Ms. Lozano to Dr. Claudia Campillo from UANL, the coordinator of the grant under which CVPP is implementing model and Dr. Campillo gave Ms. Lozano a detailed presentation on the model. In addition to the family intervention model, the Axtel Foundation has also expressed interest in collaborating in the following areas: knowledge management, co-investing in local grantee organizations carrying out prevention-based models, and the Organizational Capacity Assessment Tool. Additionally, two representatives from the Axtel Foundation attended CVPP's training on Citizen Security and the Social Prevention of Violence in August in Monterrey. CVPP will continue discussions with the Axtel Foundation next quarter to identify future opportunities for collaboration.

CVPP to co-sponsor event with Slim Foundation and Undersecretary of Prevention. The Carlos Slim Foundation and the Undersecretary of Prevention invited CVPP to participate as a co-sponsor of an international conference to promote the coordination of efforts related to citizen security, which will be held on November 27-28 at the Soumaya Museum in Mexico City. The objective of the conference is to promote discussions among attendees regarding the development of peace and citizen security at the national level and to strengthen institutional and social capabilities to develop resilient communities. It is expected that 300 people will attend the conference including: the President of Mexico and/or Secretary Miguel Osorio Chong from the Undersecretary of Prevention; Carlos Slim, President of the Slim Foundation; high profile state and municipal representatives; social and academic organizations; and entrepreneurs. During the next quarter, CVPP will explore the possibility of joining the GOM and the Carlos Slim Foundation in the development and implementation of an online certification program currently under design with *La Universidad Nacional Autónoma de México*.

PPPS TO SUPPORT SOCIAL/PSYCHOSOCIAL SERVICES IN THE CVPP TARGET POLÍGONOS IDENTIFIED AND IMPLEMENTED

In Monterrey, CVPP met with Martha Herrera, Director of Corporate Responsibility at CEMEX and president of *Red Sumarse* to discuss the possibility of another collaborative project. CEMEX, which has a presence in 16 states throughout Mexico, is interested in learning more about CVPP's models, particularly those related to at-risk youth, community committees and CPTED, to replicate them in the communities in which CEMEX's works. CEMEX is also interested in training their employees who are implementing community programs, on crime and violence prevention. CVPP and CEMEX agreed to hold a joint-training session for CEMEX employees on crime and violence prevention, developing impact indicators and promoting the replication of selected CVPP models, in January 2015. CVPP will continue discussions with Ms. Herrera during the next quarter to identify specific areas for collaboration with *Red Sumarse*.

CVPP continued to work with CEMEX and the municipality of Guadalupe to facilitate a partnership agreement between the two for the implementation of a safe passage project. The project's budget is currently being reviewed by the Mayor of Guadalupe and CVPP expects implementation of the project to begin next quarter.

2.3.8 CHALLENGES AND REMEDIES FOR IR2

Delays in the implementation of activities in the municipality of Monterrey. As mentioned in previous reports, CVPP continues experiencing delays in the implementation of activities with the municipality of Monterrey. CVPP has strong relationship with key staff of the municipality but has found little interest and political will on the part of the municipality to implement specific technical assistance and training activities with impact in the following areas: establishment of the Municipal Crime and Violence Prevention Committee, community policing efforts, CPTED projects, participatory budgeting interventions among others. CVPP has met with relevant municipal staff on several occasions to identify areas for improvement. Although CVPP has been reassured of the municipality's interest in continuing with the implementation of activities, no clear actions are happening.

Progress in the standardization of the community policing reform in Guadalupe is still finding internal resistance. As reported previously, CVPP identified challenges in the operationalization of the mayor's vision to implement a community policing model in Guadalupe since the municipality is pursuing two conflicting approaches. During this period, CVPP helped the mayor educate key staff from his administration on the need for reform through a study tour to Charlotte, North Carolina, as part of CVPP's City Links program. Although key staff from the Secretary of Security started to make changes in the operation of police facilitating the transition to a community policing model, the municipality is still promoting two different sectors of the police: one called *Guardia de Proximidad* that will operate under community policing principles; and the rest of the police, which will continue operating under the traditional reactive approach. CVPP is

currently working with the Undersecretary of Prevention and the National Council of Security to promote a national model for community policing using CVPP's model, and is bringing the municipality of Guadalupe to the national forum to present its experience. Through that intervention, CVPP is promoting further discussions on Guadalupe's model at the national level which will, in turn, generate additional feedback for the municipality to develop a holistic community policing approach that will include its entire police force.

3.0 SPECIAL REPORTING

CVPP delivered 13 weekly reports to USAID during this reporting period. As per the requirements of Section F.5.2 of the CVPP Task Order, CVPP's In-Country Training Reports are enclosed in Annex C and a list of all documents submitted to USAID's Development Experience Clearinghouse during this quarter is presented in Annex D. Additionally, CVPP has attached its non-expendable property report and the USAID property in the custody of contractors report as Annexes E and F, respectively.

4.0 BUDGET ALLOCATIONS

Description	July	August	September	TOTAL
Direct Labor	\$102,653.16	\$117,915.53	\$138,422.32	\$358,991.01
Other Direct Costs	\$127,529.64	\$221,010.54	\$334,839.05	\$683,379.23
Indirect Costs	\$52,873.93	\$66,200.09	\$84,209.74	\$203,283.76
Grants Fund	\$113,992.63	\$103,346.24	\$114,900.86	\$332,239.73
Fixed Fee	\$16,278.90	\$20,847.01	\$27,566.45	\$64,692.36
Total Cost plus Fixed Fee	\$413,328.26	\$529,319.41	\$699,938.42	\$1,642,586.09

5.0 ACTIVITY PLAN AND PROJECTED EXPENDITURES FOR NEXT QUARTER

CVPP's Activity Plan and Projected Expenditures for Next Quarter are presented in Annex G.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov